Practical Guide for Policy Making in Iraq- For Ministries

National Policy Management, USAID- Tarabout

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Forward:

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1- Purpose of the Document

The purpose of this practical guide for policy making is to provide Iraqi policy advisors in ministries with hands on tools for developing effective public policies, for advancing a more professional performance, and for providing a comprehensive view of the connection between policy design, implementation and monitoring. This guide targets practitioners and aims at translating the theories into practical tools that benefits policy advisors.

The guide will generate effective public policies by focusing on the process of policy development with specific attention to problem definition, research, consultation, and policy design. The document will also stress the use of evidence as a building stone for policy making.

The guide will contain clear description of lines of authorities, process of policy making and guidelines for professional performance. This current document will expose public policy advisors to the new innovation in the field of policy and to up to date methods and means used to have an efficient performance.

In addition, the guide will provide a comprehensive view of the whole policy making process which in turn will allow policy advisor to understand how their roles and products will affect the policy making process. Since the guide will provide an overview of implementation and evaluation, policy advisors will benefit from a comprehensive approach that would put their effort into perspective. This effort could lead to lower levels of demotivation by reducing the frustration of not understanding why things ended it up the way they did.

It is also important to remind the reader that this guide is a living document that should adapt to changes in the political as well as in the organizational arena. The document will provide the best standard and international practices of doing public policy while taking into consideration the idiosyncrasies of the Republic of Iraq but will also allow for future changes that will increase its adaptability.

2- Benefits

The document will benefit policy advisors and the policy making institutions on the one hand and on the other decision makers in the following ways:

Policy Advisors and policy making institutions:

1- The development of institutional history in policy making institutions
2- The development of qualified policy advisors
3- The simplification of future training processes
4- The development of more effective policies
5- The provision of evidence-based policy
6- The provision of clear lines of communication
7- The provision of clear a map for policy development

Decision makers:

1- Availability of more professional policies
2- Ability to make decision based partially on hard data and analysis
3- Ability to raise the level of understanding of certain policies

3- Background of the Policy Making Process

Democracies' legitimacy rests on the ability to provide efficient and effective services to their citizens as well as including the interests of the majority of the population in the representative institutions of the State and in the decision making process. Public policies are the perfect tool for achieving both objectives and advancing the interests of Iraq's citizens. To achieve these objectives and incorporate the public interest, and develop successful policies policy advisors need to have a comprehensive view of the policy making process itself.

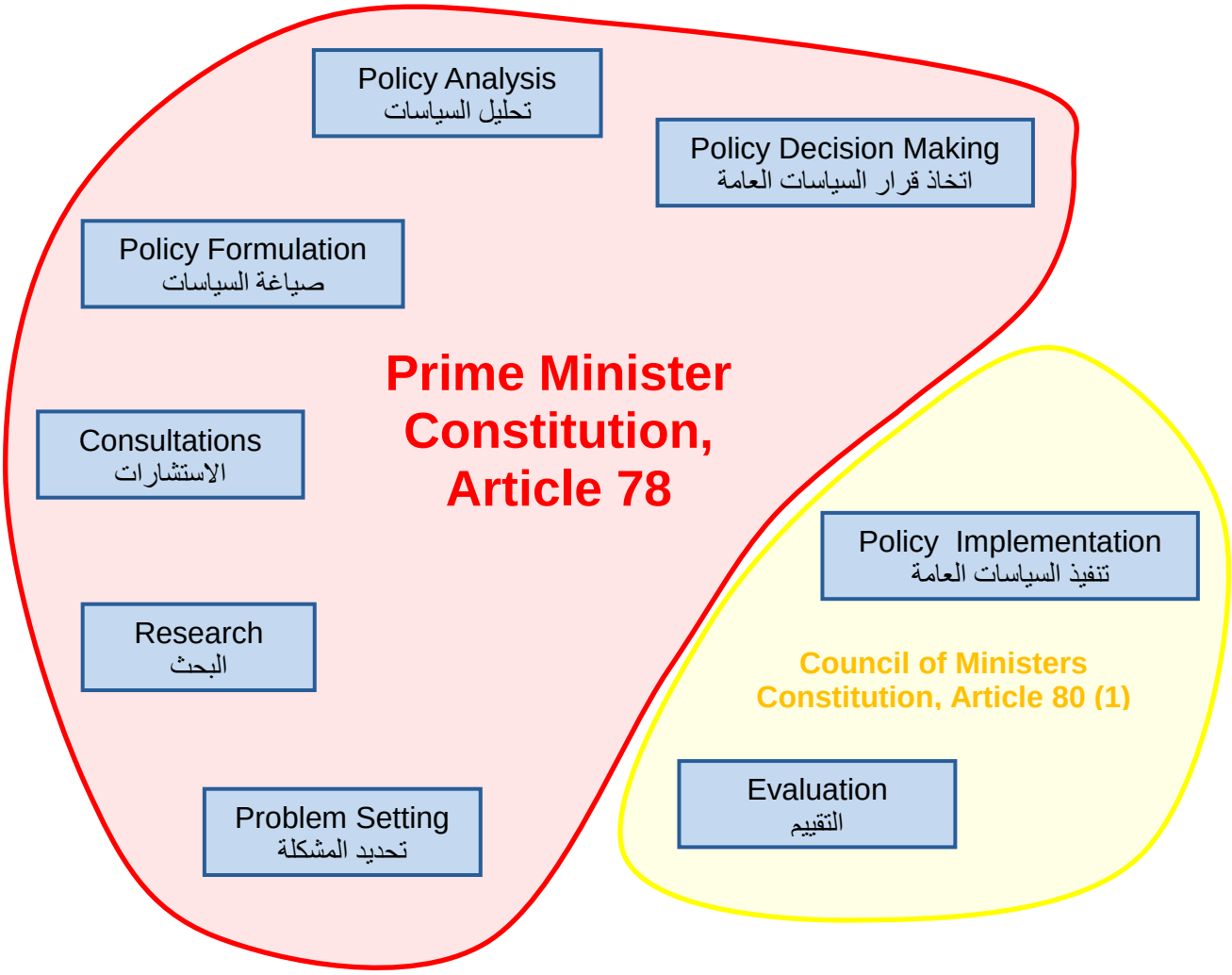
This background section will provide a brief overview of the policy process as well as some decision making models, and highlight the role of your entity in the policy making process.

There are a number of policy models that describe how policy is made and who are the main actors. The elite, pluralist, group and sub-government, institutional, game and rational models try to explain the policy process model and how actors behave in this context. These models approach the whole policy making process from different perspectives, some of them emphasizes the role of individuals, others the role of institutions, and some combine both.

In addition to these models there are models of decision making. This guide advocates the use of the rational decision making model where policy advisors describe an issue/problem and present the pros and cons of it then determine the best solution/recommendation. While this model is used on a large scale in different countries, it is essential to remember that there are times when policy advisors will not have enough information to determine all the pros and cons. However, the benefits of this model are its structure and its simplicity.

While these models are helpful, it is essential to put them in the context of Iraq and its specific characteristics.

In Iraq, the process of public policy process is guided by the constitution. Article 78 gives the prime minister a central role in the development of public policy.



Public Policy Cycle (Dr. Joe Ghougassian)

The Prime Minister, according to article 78 of the constitution is responsible for policy development (defining the problem, research, consultation, policy formulation, policy analysis, and policy adoption (as a bill)). Once approved the new policy will be implemented and evaluated by ministries represented in the council of minister (Iraqi Constitution article 80(1)). The council of minister in this case is defined as the body of representative of ministries presided by the Prime Minister or President of the republic in the cases stated by the constitution.

As ministry policy advisors, you role is to prepare policies (in coordination with and for clearance by the Prime Minister Office of Policy Development) and advance them to your supervisors who in term will present them to the decision maker, in this case your minister. The Minister will then present them to the Council of Minister which will use its own internal rules to determine if the policy would be adopted, changed, or rejected.

(For an more information on the policy making process refer to Appendix A)

Coordination with the Prime Minister Office of Policy Development (PM/OPD)

Ministry's advisors will coordinate with PM/OPD advisors when working on policies as well as communicate with their supervisor. The communication process can take two form, direct unofficial communication through phone, email or meeting, and official communication through sending a formal letter to the PM/OPD.

This communication could reduce duplication, increase the political and technical success of the proposed policy, provide access to data that may not be available at the ministry level, and provide access to additional expertise which will improve the proposed policy.

The PM/OPD has clearance and review authority to approve in the name of the Prime Minister the policies of the State.

The Tasks of Policy Advisors

Policy advisors in each public institution have a specific role to play. Your tasks are to define the problem, engage in research and consultation, find policy solutions and analyze them, provide recommendations, and send the whole policy to decision makers. At the same time, you will be responsible for providing assistance when asked in implementation and then evaluating the policy once it is enacted and implementation has started.

Being in this position of formulating policies will give you great potential of influencing the policy making process. However keep in mind that the policy process is not over and the final product will not be available until the policy passes the Council of Representatives.

While this process might be frustrating keep in mind that democracies work on compromise and negotiations and policies are a reflection of these elements. Your input will provide a scientific opportunity to the discussion and allow it to be more focuses on facts and evidence rather than strictly personal judgment. Your work will improve the potential for successful policies and reduce frustration among decision makers and citizens since the potential for success is higher.

4- Standard Operating Procedures for Policy Writing

Some of the main issues about writing public policy have to be concise, simple, to the point, objective, hit the main point.

How to write a policy:

- Define the problem
    - Consultations
    - Civil society/politicians
- Explore the causes of the problem
    - Research
    - Consultation
- Provide a Background
    - Research
- Provide several solutions
    - Research
    - Consultation
    - Communication strategy
- Choose a solution/recommendation and justify it
    - Research
    - Consultation

4.2- Defining the Problem

Writing public policy requires an analytical approach to problems facing an array of institutions and individuals. To understand a problem there is need for policy advisors to immerse themselves in the topic to the extent that they would be called experts on the issue.

The process of defining the problem starts as policy advisors are asked to deal with a problem of interest to their ministries. While the problem might be highlighted by politicians and civil society institutions, it becomes important to define it more precisely to be more successful in presenting viable solutions and recommendations.

At this stage, the supervisor responsible for determining which policy to work on will assign a problem to the advisor/group of advisors to start working on it and indicate the degree of confidentiality of the topic (Refer to Appendix B for more information on how to determine the confidentiality level). Once the problem is received the advisor will assess it and define it more precisely in coordination with the supervisor.

To define a policy problem, the advisor has to make sure that the problem is more specific and not too general in order to be able to generate a more efficient and detailed list of solutions.

Example of a too broad problem: Water scarcity in Iraq

Example of a more specific and manageable problem: Pollution of underground water

In the case of a policy memorandum and policy brief, it is hard to deal with water scarcity in Iraq in detail; hence the need to break it down into more manageable topic. However, it is more manageable to deal with such problem at the level of a policy paper. Keep in mind that you should always think of the big picture and make sure you coordinate with other policy making entities so that your proposed policy do not contradict other policies dealing with the general problem.

In addition to defining the problem, during this stage you will work on explaining why this issue is important. Determine the impact of the problem. If you present a policy to the decision makers, it is important for them to understand why it is important to deal with it, why can’t it

wait? Once you succeed in determining the importance of the issue, it becomes easier to convince decision makers to take action.

Example: Newspapers wrote about the lack of recreation places and the public need for parks and green

- [ ] **Consulting**

- [ ] **Analysis based on the advice and personal experience**

- [ ] **Is this policy has kept important aspects of the secret?**

After using consultation and personal judgment, you will be able to define the problem.

In this example, the problem is the lack of parks and green space that can provide the educational, social, and well being needs of citizens.

4.2- Determining the Causes of the problem:

To determine the causes of the problem, the advisor/s need to take the following into consideration:

- Research should be evidence based
    - Numbers, facts, and scientific information should be used
- Consultations are essential
    - Remember your stakeholders
- Analysis should be comprehensive
    - Use different form of analysis (discussed below)

List all the possible causes of the problem. These causes will be generated by a combination of methods mentioned above. The research portion will include reading articles, reports, white papers among others to understand the relationship between some factors and the problem at hand. The advisors will use different means to access these resources such as internet research, academic research, international institutions research etc. (Refer to Appendix C)

In addition to reading research done on the subject, policy advisors might have to generate their own data to fill gaps in the current research. The collection of new data will have to be based on systematic and professional standards of data collection and will allow the advisors to have more evidence based analysis of the causes of the problem at hand. An example of data collection method is survey. The survey should have a representative random sample if possible, and have reliable and valid data.

To complement the research, the advisor will consult with whom they deem involved and knowledgeable of the problem. Examples of knowledgeable people are: street-level public servants, key ministerial employees with knowledge about the issue and the capacity of the ministry, university professors, related civil society institutions, research institutions, Prime Minister Office of Policy Development and media.(Refer to Appendix D)

In addition to collecting the data, it is essential to analyze whether this data provides a clear relationship between the problem at hand and the

causes that are being explored. The analysis will answer questions such as:

1- Is this data used in the research reliable
2- Are the assumptions made by the research and the consulted group making sense
3- Does this information relate in the case of Iraq

If we take Obesity as an example of a problem that we need to find its causes, we can start researching and asking stakeholders about potential causes.

Causes of Obesity could be:

- Diet
- Genetic
- Access to healthy food
- Income
- Education
- Stress level

Policy advisors have to study these factors and determine which are the most important factors affecting obesity. Policy advisors might have to run regression, find correlation, use studies, communicate with experts, and collect data to determine the main factors.

Once the main causes are determined it becomes easier to propose solutions that would potential solve the causes. For example if access to healthy food is the main problem then you design a program where you would increase the ability of citizens to produce their own food, or give incentives for small shops that sell healthy food to open in small neighborhood (of course you will determine which areas have high obesity in order to focus your policy and improve implementation).

Example: What are the reasons for the lack of green spaces (parks) in Baghdad?

- [ ] **Start with scientific research**
- [ ] **Consultation**
- [ ] **Personal Analysis**
- [ ] **Does this policy have aspects that need to be kept secret?**

After going through the previous stages we found the following:

Reasons: The 1990 international sanctions, high land prices, population growth in the city (high birth rates and migration from the countryside to the city) and the Building Code, which allows the sale of small pieces of land (150 square meters). There may be more reasons but we will confine ourselves to these reasons for now.
Based on this information we can recommend some solutions that would respond to these causes.

4.3- Background

The background provides a description of the current problem and why it is important to deal with it. A background gives information (historic, social, economic, cultural, legal etc.) about the issue on hand. The background will answer the following questions:

1- What happened previously concerning this issue?
   a. Economically
   b. Legally
   c. Historically
   d. Socially
   e. Culturally
   f. Others
2- What is currently happening?
   a. Focus on the present
3- What are the main factors that have influenced the issue on hand?
   a. Is there a specific law
   b. Is there a specific political situation
4- Which institutions were involved in implementation or evaluation or design of this issue

The background will focus on some of the main elements that dominate the current situation. The background will use the research conducted at the beginning of the policy writing process to focus on the main causes and how these elements influence what is happening now. This section will provide the policy makers with an understanding of what lead to the current situation and how institutions tried to deal with the problem. In a way it will prepare the infrastructure for choosing some solutions.

During this process it is essential for the policy advisor to choose reliable and reputable sources of information and for the included information to be objective in order to produce the best possible result.

Example: The background for the absence of green spaces, especially parks.

- ☐ **Begin with scientific research (historical, social, political and other)**
- ☐ **Consultations**

- **Personal judgment**

Based tools we will explain clearly what happened to this point.

The lack of public parks goes back to the historically high prices of land when rural migration and population growth have led to increased demand on the ground. In addition, there is also a political reason. Under the previous rulers, green spaces owned by the State were distributed to supporters of the regime who sold them to people who ended up converting them into residential and commercial spaces.
There are also legal reasons such as the building code which increases the price of land (historically we review what happened in this respect).

There may be other factors playing a role in this development that might also have to be taken into consideration.

Keep in mind when writing about solutions or problems to use percentages and to compare the problem to other entities to clarify your point. For example if we state that 25000 people are without water access is different than saying 25% of the people in that areas are without access to water. The percentage clarify the gravity of the problem or solution

4.4- Solutions and Analysis

After defining the problem, researching it, and providing a background, policy advisors will look for possible solutions to the problem. The solutions will reflect the previously identified causes of the problem.

To identify solutions, policy advisor have to engage in research again:

1- Search for possible solutions used in other countries
2- Search for solutions in academic articles
3- Search for solutions at the stakeholder level
4- Think of a combination of solutions

After looking at the different possible solutions that other countries/institutions have used or solutions that were proposed by stakeholder, policy advisors will start analyzing these solutions. Once a list of solutions is composed, it is essential for policy advisors to analyze these solutions using a number of techniques.

The analysis of solutions has to take into consideration their impact on different levels and their applicability in the context of Iraq. Keep in mind that there is no one solution for all problems, it is important for policy advisors to make sure that any chosen solution meets the requirement of Iraq.

To analyze solutions, policy advisors could use different techniques:

1- Cost-benefit analysis
    a. Use comparable units
    b. Present the cost of the solutions (in numbers)
    c. Present the benefits (in numbers)
    d. Check the current value and the future value of a policy
    e. Check the cost of not acting now
2- Environmental analysis
    a. Take into consideration the impact of a policy on the environment (water contamination, pollution of the air, destruction of natural habitat for animal, endangering specific species of animal, fish, and birds ext.…)
3- Social analysis

    a. Study the impact of the policy on the social fabric, on values, norms, traditions, on socioeconomic classes.

4- Political analysis
    a. Political feasibility of the proposal. Does it have enough political support? This analysis will be useful once writing the final recommendation and determining the winners and losers of the new policy.
5- Regression Analysis
    a. Use SPSS software (or any statistical package) to conduct correlations, regressions in all its forms.
6- Assess capabilities and available resources for implementation
    a. Any proposed recommendation has to be based on the availability of capacities in institutions that are going to implement the policy. Looking at resources availability could also help in the success of the policy. For example, during recession more spending may not be possible.
7- Organizational assessment
    a. In this assessment advisor can look at work environment, lines of authority and communication which helps understand how organization operate and how change can be introduced.

Each of these analyses will provide decision makers with a better understanding to the impact of the proposed policy. A policy dealing with one impact only will not provide a clear and comprehensive view of the policy hence it is essential to check and analyze a policy from different perspectives.

An example of the cost benefit analysis is: Closing brick factories and firing 500 employees.

If we use the cost-benefit analysis in this example we will find that closing the brick factory will save the state 20 billion dinars. However, we have to consider that 500 employees and their families will not have any income for a while until they find job which will cost the families 10 billion dinars per year and we know that these employees may not be able to find a job for 3 years.

In addition, we have to consider the cost of the environment (stopping the use of oil for these factories). Therefore you will have a number of

factors that you must consider and try and find a number to represent the benefits and costs.

Cost in dinars	**Benefits in dinars**
0 billion/each year since the state doesn't pay unemployment	20 billion/each year for the state
	5% less CO2 in the air which is linked to less probability of lung cancer and less death

In this case the benefits really outweigh the costs for the state. The only problem that remains is how these 500 families will survive. That is something that policy advisor have to determine.

During the policy analysis, it is essential for you to contact stakeholders and get their feedback on the different solutions that you have deemed suitable. Policy advisors will start contacting stakeholders:

1- Bureaucracies that are going to implement the policy
2- Civil society organizations that are affected
3- Academics and experts
4- Parliamentary committees that will deal with the proposed policy
5- Private sector institutions
6- Other impacted institutions
7- The media will allow you to have a better understanding of the feasibility of the policy and the public/political opinion the policy could face.
8- Local government

Hence at this stage you will be building political support for your future recommendation as well as understanding more about the analysis you conducted. Feedback from these entities will help you fill gaps in your analysis and strengthen your recommendation. If you incorporate the ideas and concerns of the different groups you have met, you are indirectly incorporating their support to the policy you are working on.

Keep in mind that when you meet with stakeholders and ask them their opinions, it is important for you to take their ideas into consideration

(of course the meaningful ideas) so that they feel ownership in the product.

Example:

- ☐ **Begin with scientific research (historical, social, political and other)**
- ☐ **Compare the solutions used in other countries**
- ☐ **Consultation**

Based on research, we estimated that Baghdad's population is seven million people. We also find that 14% of the population usually uses parks (about one million people). Based on these estimates we propose the following solutions:

Solution number one: the construction of 10 large parks (each with an area of one square kilometer and the ability to absorb 100.000 people). Each park will contain sports fields and playgrounds, children's green spaces and places for recreation.

- ☐ **Scientific analysis (cost- Benefit analysis; social, political, economic and other analysis form)**

Cost- Benefit Analysis:

Cost per park (million dinars)	Benefits (million dinars)
Design: 200 million	Health: Low rate of heart disease by 50%, save the state (per year: 924) Lower incidence of diabetes by 40%, which may provide for the State: 500
sports venues Football pitches a small number 5: 100 Basketball number 4: 80 Tennis number 4: 80 The ability of the 10 pools Astaabih 30: 300 Ibanah small multi-use: 100	Education: Children and young people benefit from the trees and animals

Fountains: 120	**Social** **Increase social cohesion (need to conduct a social analyze)**
yearly maintenance: 100 **Employees: 50** **Roads: 50**	**Environmental** **Low level of carbon dioxide by 10%**
Land acquisition: 400	
Total: 1424 total per year: 1080	
total per year gardens: 1080 * 10 = 10,080	**Total past leaders (10) years = 14,240**

To obtain this information, the advisor has to contact companies working in this sector. As advisers you will also have to contact the Ministry of Health to find out the number of patients and the types of diseases and the duration of their hospitalization in order to determine the cost.

Implementation will be over a period of 3 years which means that the annual cost is 3360 million dinars. If we compare the benefits and costs, we find it is good to build these gardens (14240 million over 10 years as benefits compared with 10080 over 3 years of cost). Of course we still need to consider the maintenance of these parks in the total cost.

Some barriers to the implementation of this solution might be might be land acquisition, maintenance and access of all social classes to these parks. In addition, in the implementation process, implementers have to base where to build parks on population density.

Solution two:

Construction of 100 small-medium parks of an area of 10000 square meters in different places in Baghdad with a capacity of 10,000 people. The nature and design of the parks will be based on the needs of the neighborhoods.

We then analyze this solution in a way similar to the solution one.

Third solution:

Encourage planting trees in residential and public areas through the development of a new building. We then analyze this solution using similar tools used previously.

Solution four:

Transform the river banks to public parks. We then analyze this solution using similar tools used previously.

Solution five:

Modify the building code to increase the size of the land sold from 150 meters to 500 square meters. Then construction area to 20% while allowing the building of three or four floors on the same 20% construction area. We chose 20% because this allows us to maintain 80% of the land for parking and private garde.

Cost-benefit analysis (simplified):

Cost

Lower fees, if any, based on data from the registrar of the land. Economists should be consulted to determine the effect of this change on land sales.

Benefits

Increase the number of residential gardens which helps to reduce global warming and reduce pollution. (Must conduct research to determine the amount of carbon dioxide which can be reduced by the creation of these gardens)

Political analysis:

There is a political cost. Most people interested (from low-income and middle) in building houses may reject it. The question becomes which segments of society that may be affected and who represents them?

Social analysis:

Who buys the small areas of land? Based on search we may conclude the following:

Lower socio-economic classes buy these pieces of land and since it is going to be very hard for them to afford to buy more land, they might engage in illegal building at a time when the state may not be able to stop the violations.

☐ **Consultation**

All these solutions will be presented to stakeholders who will provide the advisor with their feedback. Such consultation will help policy advisors understand obstacles facing some of these solutions and determine the best course of action.

4.5- Choosing a Solution/Recommendation

Once you finish consultations, you will be left with a limited number of solutions that are accepted and possible. At this stage and based on your analysis of the different policies, you will:

1- Choose one recommendation
    a. You solution/recommendation can be a combination of solutions
    b. State it clearly at the beginning of the paragraph
2- Justify your choice of the policy based on the analysis that you deem important.
    a. Use the different analysis previously mentioned such as social, cost-benefit, environmental etc.… to justify why this recommendation is the best possible one.
    b. Describe the different impacts of the policy.
        i. How will this recommendation impact the problem that you are trying to solve?

At the same time as you are justifying your recommendation, you should keep in mind the following:

    a. Determine the main entities that are going to implement it
        ii. Public sector
        iii. Private sector
        iv. Non-governmental organization
    b. Determine how to evaluate it
        v. What are the outcomes you are looking for
        vi. What kind of output you are looking for

Recommendations can use the following possible tools. These tools are just examples of what you can use while designing a policy, there are more tools that you might have in your ministries.

1- Regulation
    a. Direct order
    b. Adding conditions to the way some entities operate
    c. Create institutions to monitor
2- Financial
    a. Allocate resources based on meeting certain condition
    b. Allocate subsidies
    c. Provide monetary incentives

3- Capacity building
    a. Directly build and operate an entity
    b. Develop the implementation capacities of some institutions
    c. Contracting out

You can add to these tools and tailor your recommendation however you see best. Keep in mind you are the expert on this issue and it is important that you analyze all recommendations then present it/them to the policy makers.

Recommendation:
Construction of 5 large parks and 50 small one, changing the building code to raise population density and reduce the demand for land, and require the creation of residential gardens in the event where the area density is equal or greater than 0.13 person per square meter.

Justification
We chose to build more public parks in Baghdad because of their health, social, educational and environmental benefits (you must use the previous analysis, where we explained the benefits and cost and other analyzes). Justify each case (social, health, etc.) separately.

Health Benefits:
Parks will reduce heart attacks, diabetes and high blood pressure by 50%, 40% and 25%, which will lead to 10 billion dinars a year health savings (we use the above analysis, found in the solution part).

In addition, these gardens will provide educational and social benefits that might be difficult to quantify. For example, families meet and maintain cohesion. In addition, children and youth will also learn to cooperate and to enjoy nature which hopefully will translate into care for the environment and reduce waste and pollution.

The parks will also reduce emissions by 10%, which will reflects positively on the health of the population and asthma and lung cancer, which will reduce health cost by 2 billion dinars.

We chose to build five large parks and 50 small parks because small parks can serve poor neighborhoods better while large parks can serve all of Baghdad. Since the poor do not have easy means of transportation, small gardens should be placed close to them. The small gardens may facilitate the process of land acquisition and improve cohesiveness of communities or neighborhood in the densely residential areas.

The ministries or government institutions will be responsible for building these parks. They will determine the location and types of parks and playgrounds based on the assessment of the needs of the community.

The Construction Law must also increase the size of the land purchased from the current 150 square meters to 500 square meters
This part of the recommendation will allow the increase of population density, without the elimination of green space and will also help to reduce expansion of residential areas into agricultural land. This proposal which raise density will also reduce the cost of transporting water, electricity and sanitation, and reduce crime rate.
We chose this recommendation because the long term benefits outweigh the cost, and it provides higher levels of standard of living for the residents of Baghdad.

- [ ] **Consultations**

After writing the recommendations and before publicizing them, it is important to gage the public opinion (directly or indirectly through a media balloon). Based on the reaction of stakeholders, you might have to re-write your recommendation to reflect the general mood.

4.6-Presenting Solution/Recommendation to Decision Makers

Once a solution/recommendation is reached, you will send the final product to your supervisor. You should be ready to answer all questions related to the problem, solutions, impact, and recommendations of the policy.

Your supervisor will decide on a media strategy concerning this policy. S/he will need your help as they present the policy to the stakeholder, the decision makers, and the public. At first, the media unit or its equivalent will leak the policy to the media to measure the public pulse (stakeholders, media etc...). This process is called a "Political Balloon". You might be asked to give more details about the policy at different stages of the policy process and to different policy makers.

For example if you worked on a policy memorandum, your supervisor might ask for a policy brief or even a policy paper. Therefore, keep all the information, data, and analysis handy as there is a possibility that you might need it again.

Once the policy is approved by the supervisor the proposed policy will sent to the decision maker, in this case the Minister, the process takes a political life. The Minister will present it to the Council of Ministers which will send the proposed policy as a project law to the parliament where it will be debated by committees and then by the whole parliament. During this process, you might be asked to explain your recommendations in different circumstances. Your job is to respond to these questions and later if you find some good feedback to recommend the inclusion of these ideas.

Once the policy is enacted, it will go to implementation, then monitoring and evaluation. These two phases will be discussed later in the document. During these phases, you will still have a role to play.

4.7- Policy Memorandum Format

Policy Memorandum

To:

Cc:

From:

Date:

Subject:

Executive Summary:

Write one paragraph describing the problem and its causes and presenting your recommendations.

Problem Definition

One paragraph describing what is the problem, its causes and why it is important

Background

A very brief description of what happened previously concerning this problem. Put it in context.

Possible solutions and their Analysis[1]

Present a short list of possible solutions and the advantages and disadvantages of each of them. These pros and cons could be legal, economic, social, political, cultural ect…

Example

Solution 1: Describe the solution

*Pros of the solution:*_____

*Cons of the solution:*_____

Justified Recommendation

[1] Refer to the analysis section and make sure you use some of the proposed tools

Tips for Memorandum:

The memo should be concise

(maximum two pages), direct,

and easy to understand.

*** At the stage of problem definition, the policy advisor will engage in research and consultation to determine the main reasons behind the problem. The advisor will also coordinate their work with the Prime Minister Office of Policy Development in order to avoid replication and to increase chances of success of the policy.**

*** Research is essential for a clear background.**

***During the writing of possible solutions: the policy advisor should research solutions in similar countries and in other countries. Also the policy advisor should consult at this time with stakeholders to determine if s/he is on the right track.**

***Before presenting the recommendation, the policy advisor has to make sure that s/he coordinates their work with the PMOPD and their supervisors.**

***Determining who is affected by the policy provides policy makers with a better political understanding of the price of the policy.**

Choose one recommendation (could be a combination of solutions) and explain why you think it is the best choice. Explain what are the benefits and disadvantages of the proposed recommendation.

While writing your recommendation you have to take into consideration how this policy will be implemented, what kind of output you will look for and how this will impact the outcome you a aiming at achieving. This part does not have to be written down in t section but you have to have thought of it during the process.

Potential Impact of the recommendation

In one paragraph, determine winners and losers if the policy is passe Describe also possible the impact this policy has on the targeted people.

Winners: who is going to benefit from the passage of the policy? Th targeted population and the political actors who support them.

Losers: Who is losing something if the policy passes and who supports them.

Tips for Memorandum:

***Use percentage**

*** Compare to other entities to clarify your point**

***Remember that you don't reveal your recommendations until your supervisor gives you a green light to do so.**

4.8- Policy Brief Format

Policy Brief

To:

Cc:

From:

Date:

Subject:

Executive Summary:

In half a page describe what problem this brief is tackling; why it is important, what are the main causes of the problem, the categories of proposed solutions, your recommendations with justification, and the potential impact of the recommendation.

Problem Definition

One paragraph describing what is the problem, its causes and why it is important. In this section, you can describe the problem in more detail than the policy memorandum.

Background

Write a couple of couple of pages to describe the past and present situation of the problem. The background can be economical, legal, political, ext. It should reflect what you consider important for the discussion.

Possible solutions and their Analysis

Present the different solutions that are used in other countries, or have been used in Iraq, or are recommended in academic and think tank report. You can write a large number of solutions as long as the number does not exceed the ability of the Policy brief to deal with.

DRAFT 2

Tips for Brief:

***The Brief should not exceed 15 pages.**

*** At the stage of problem definition, the policy advisor will engage in research and consultation to determine the main reasons behind the problem. The advisor will also coordinate their work with the Prime Minister Office of Policy Development in order to avoid replication and to increase chances of success of the policy.**

*** Research is essential for a clear background.**

***During the writing of possible solutions: the policy advisor should research solutions in similar countries and in other countries. Also the policy advisor should consult at this time with stakeholders to determine if s/he is on the right track.**

***Before presenting the recommendation, the policy advisor has to make sure that s/he coordinates their work with the PMOPD.**

***Determining who is affected by the policy provides policy makers with a better political understanding of the price of the policy.**

Keep in mind that you are presenting a solution and then analyzing it from the different perspective while providing the advantages and disadvantages of each of them.

The solutions and their analysis should not exceed 3-4 pages.

Justified Recommendation

You will write your recommendation based on your previous analysis. The recommendation can be a combination of previously discussed. Once you wrote your recommendation, you will justify why this is the best recommendation in the current time.

You will present the benefits and costs of the recommendation using several means of analysis.

In addition, while writing your recommendation you have to take into consideration how this policy will be implemented, what kind of output you will look for and how this will impact the outcome you are aiming at achieving.

Potential Impact of the recommendation

You will present the impact of the recommendation on the targeted population and you will also determine the winners and losers from the passage of this policy.

For example, a policy that aims at increasing protection of the environment has entities/people who support it and those who reject it. Entities that pollute the environment will try and ask for a policy that is less restrictive under the pretext that a strict policy would increase their cost, but those who support a cleaner environment will face them. Hence we have winners and losers from the proposed policy recommendation.

Tips for Brief:

***Use percentage**

*** Compare to other entities to clarify your point**

Remember that you don't reveal your recommendations until your supervisor gives you a green light to do so.

DRAFT2

4.9- Policy Paper Format

In this policy position, there is no limit to the number of pages. However, keep in mind that you have limited time to finish it.

Cover page contains:

- Date
- Prepared by
- Prepared for
- Copy to
- Title

Second page Contains:

Executive Summary

Describe in one page the policy paper. Include in it a clear explanation of the problem and why is it important, the main causes of the problem, a short summary of the background, the main categories of solutions and their analysis, your recommendation with justification, the impact of the policy, and if available any problems of implementation and evaluation.

Third page and on:

Problem Definition

In the policy paper, you can be academic and focus on redefining the problem and explaining how the definition needs to change. Still after you redefine the problem it is essential to highlight why the problem is important and what are the main causes of this problem.

Background

You can use as many background information as you want. You can give a long and detailed description of the problem and the different actions that were taken that affected this problem or that might have exacerbated the problem.

Possible solutions and their Analysis

DRAFT 2

Tips for Policy Paper:

***The policy paper can have 30-40 pages**

*** At the stage of problem definition, the policy advisor will engage in research and consultation to determine the main reasons behind the problem. The advisor will also coordinate their work with the Prime Minister Office of Policy Development in order to avoid replication and to increase chances of success of the policy.**

*** Research is essential for a clear background.**

***During the writing of possible solutions: the policy advisor should research solutions in similar countries and in other countries. Also the policy advisor should consult at this time with stakeholders to determine if s/he is on the right track.**

***Before presenting the recommendation, the policy advisor has to make sure that s/he coordinates their work with the PMOPD.**

***Determining who is affected by the policy provides policy makers with a better political understanding of the price of the policy.**

You will present all possible academic, practical, local, regional, and international solutions to the problem. Then you will analyze each solution from different perspective (previously mentioned), and you will provide the advantages and disadvantages of each of these solutions.

For example:

OPTION 1: Title it

Provide a one or two paragraph explanation what "option 1" is about.

Pros Arguments (Analyze the pros by stating each argument in a brief sentence: The argument could be a political observation, economic fact, social explanation, scientific fact, or legal, or historical, etc…

Cons Arguments (Analyze the cons by stating each argument in a brief sentence). The argument could be a political observation, economic fact, social explanation, scientific fact, or legal, or historical, etc…

Justified Recommendation

You will write your recommendation based on your previous analysis. The recommendation can be a combination of previously discussed solutions. Once you wrote your recommendation, you will justify why this is the best recommendation in the current time.

You will present the benefits and costs of the recommendation using several means of analysis. You will go the extra step in this format of going into details, using graphs, charts and tables to make your point. You might even use simulation to strengthen your projection of the benefits of this recommendation.

In addition, you have to take into consideration how this policy will be implemented, what kind of output you will look for and how this will impact the outcome you are aiming at achieving.

Tips for Memorandum:

***Use percentage**

*** Compare to other entities to clarify your point**

***Remember that you don't reveal your recommendations until your supervisor gives you a green light to do so.**

DRAFT2

Potential Impact of the recommendation

You will present the impact of the recommendation on the targeted population and you will also determine the winners and losers from the passage of this policy.

You will go into details in terms of describing the political backing of the different groups who might benefit from the proposed policy and those who might reject the policy.

DRAFT2

5- Communication Strategies

In general, communication strategies will be based on:

1- The level of confidentiality of the policy
   a. A secret policy will be researched and written with little exposure to the public
   b. A more open policy might be more public and discussed in the media
2- The judgment of the supervisor
   a. During the process of policy development your supervisor might determine that it is better to keep the policy in a low profile to insure its success or the other way around.

Policy advisors will communicate with a number of stakeholders including the media during the process of policy writing but the main message of the policy will be marketed by the supervisor.

During the policy writing process, policy advisors will use certain communication tools to:

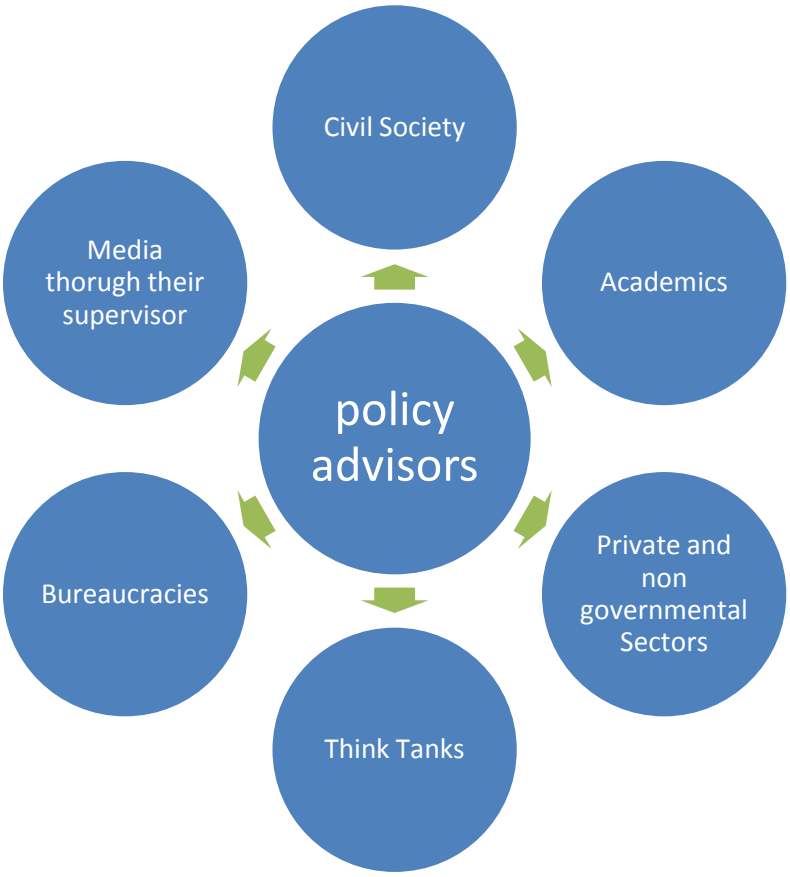
Process of Policy Making	**Communication Tools**
Define the problem • Consultations	Face to face meetings Focus group
Explore the causes of the problem • Research • Consultation	Face to face meetings Focus group Survey
Provide a Background • Research	
Provide several solutions • Research • Consultation • Communication strategy	Face to face meetings Focus group
Choose a solution and justify it • Research • Consultation	Your supervisor will determine how to include the media and public into the process. The supervisor might choose to use a policy balloon to measure the reaction of the different stakeholder

In terms of communication and policy development, the supervisor will play an essential role in determining how to deal with the product of policy advisors. S/he should be have

an excellent grasp of the political arena and of the decision makers as well as have a good instinct on how the public and political players will react to certain recommendations.

Lines of communications at PMOPD

Policy advisors should develop good communication skills and strategies with the different stakeholders and institutions/people implementing policies. These relationships will allow policy advisors to access information, data sets, expert opinions, and build political support for their policies. The chart below gives an idea of some of the stakeholders that policy advisors can and should deal with during the process of policy design. This list is not exhaustive and more stakeholders can be added to it depending on the personal judgment of the policy advisor.



6- Codification of Documents

In this section, you will determine the degree of confidentiality of the document. This process in not static, it could change as the policy is written. This might be done by your supervisor or sometime s/he might ask you to determine it based on the information below.

TOP SECRET: A message/policy that reports highly sensitive information on a state matter of utmost importance for the security and/or national interest of the nation.

SECRET: A message/policy that reports highly sensitive information of a state matter of great importance to the nation.

CONFIDENTIAL: A message/policy whose contents should be protected from public knowledge because of the sensitive information being reported.

UNCLASSIFIED: A message/policy that reports information that can be viewed by anyone because it does not contain any sensitive information.

EXDIS: A message that reports highly sensitive information and its distribution is limited to those with an essential need to know.

SENSITIVE BUT UNCLASSIFIED: The message is unclassified and it contains sensitive information; whose disclosure could embarrass the Government if not properly handled.

LOU (For Limited Official Use): The message is unclassified, but its distribution should be limited to those who would benefit from its information.

It is also important to point out that the republic of Iraq has its own classification that might be used in these cases.

Most of the policies dealing with non-security issues might fall in the unclassified category. However, it is important to keep in mind that some policies might be of sensitive nature and it is important to know how and who should have access.

7- Policy Implementation

Once a policy is enacted it goes to the different ministries or public institutions for implementation. Ministries or public entities will determine the objectives of the policy and how the policy should be implemented depending on their priorities, resources available, and their capacities. However, they might need sometimes some guidelines as to what is the soul of the policy. In this case, the role of the policy advisors becomes essential in guiding pubic institution because you were part of those who designed the policy.

It is essential for policy advisor to understand how public institutions implement laws/policies because implementation determines whether the policy meets its objectives or not. Therefore as advisors you might be asked to:

1- Assist in determining the objectives of the policy if it is vague
    a. Sometimes the policy comes from the House of Deputies with a vague language that needs interpretation. At that point, public entities might ask the PMOPD or you as policy advisors in the ministry to help them interpret the objectives of the policy.
2- Assist in determining who is going to execute the policy
    a. When you design the policy, you have to determine which public entities or private one will execute your policy. Based on who will implement the policy you can determine their capacities, their ability to implement, and what kind of obstacles they might face and how they might overcome them.
3- Assist in determining how to implement it in consultation with the representatives of the ministries and public institutions
    a. Sometimes when ministries face a problem in determining how to implement a policy they might come back to the original designers of the policy to give them some guidelines.
4- Assist in determining the output
    a. Once you design the policy, you are designing also the measurable output that will result from your recommendation. Hence, it is important during your policy recommendation to keep in mind how you are going to monitor and evaluate the policy
5- Assist in determining how the output will lead to the outcomes of the policy
    a. You have to also know how the current output will lead to the desired outcome of the policy. This monitoring and later evaluation will help the policy makers correct any deviation from the original objectives of the policy or problems facing implementation.

Policy implementation is different among ministries and public institutions in terms of determining goals and how to achieve them. In this section the guide gives an idea on how implementation can take place. This is **not** mandatory but just descriptive of how implementation can be handled.

Step 1:

Once a policy is enacted by the parliament or by decree, it will be sent to specific ministries for implementation. Once the ministry receives the law/policy, a committee formed of deputy ministers and general directors (DG) will meet to determine the main objectives of the policy. At this stage, this committee can ask policy advisor for their assistance since they were active members of the policy design.

Step 2:

Once the general objectives are determined, each DG and deputy minister will meet with division director in their own directorates. The meeting will determine the following: available human resources, available financial resources, human and financial infrastructure, and what is missing and is needed for implementation. This report has to be detailed and specific and has to take into consideration employees' ideas concerning implementation

Step 3:

Based on the assessment report, the DG and deputy ministers committee will meet again and will put in place an implementation plan that will contain the following (not an exhaustive list):

1- Short term goals
2- Long term goals
3- Deadlines and tasks
4- Roles and responsibilities of employees
5- The targeted output
6- Monitoring plan
7- A plan for coordinating with other ministries

Step 4:

After writing the implementation plan, the plan will be sent to the minister for feedback

Step 5:

The plan will incorporate the minister's feedback and start implementation (inform the Council of Minister Secretariat**)**

Step 6:

At this stage the monitoring plan starts to take place. Then Evaluation will take place. Evaluation will be conducted by policy advisor in the ministries and by other institutions such as the Prime Minister Office for Policy Development. Based on evaluation, a policy can be amended, abolished, or kept in place.

8- Policy Evaluation

During the process of implementation, some units in the executing entities will collect periodic monitoring reports on implementation. You will assist in determining the output and criteria of measurements when asked but will not engage in monitoring. On the other hand, you will conduct yearly evaluation to determine whether the policy is achieving its objectives or not. These evaluations can be at the beginning of the process, middle of the process of implementation, and at the end of the implementation. The yearly evaluation will provide policy makers and implementers with the opportunity to assess the current success of the policy and correct any mistakes as well as fix any obstacles facing the implementation of the policy.

In these evaluations you will be able to measure the direct and indirect effects of the policy, and the intended and unintended results.

The direct effect deals with the effect of the policy on the targeted population. For example, if the policy aims as reducing unemployment then we look at unemployed people in a certain category and determine if the policy had any effect on those people.

The indirect effect deals with the impact of the policy on the population you did not target. For example, when we reduce unemployment we might have lowered the daily rates of some other employees who used to get more compensation because the market really needed their skills.

The intended results checks whether the implementers were successful in achieving what they originally wanted. To keep the same unemployment example, did the policy reduce unemployment in the targeted category by the amount that was presented?

The unintended results checks what results that were not intended. For example, giving subsidies to private sector to reduce unemployment could lead to lower interest rates which might stimulate the economy.

The success of any policy is of great importance for policy makers and for the country as a whole.

To engage in good policy evaluation you will:

1- Assist in creating criteria for measuring policy outcomes
    a. Every policy has certain desired outcomes. You role is to determine how to measure these outcomes. For example, if the policy aims at increasing standards of living then we need to find out how to measure standards of living. This could be measured through income, access to education, access to health care, access to basic services ext.

2- Analyze whether the output of implementing institutions met the outcomes
    a. You will check the data collected by ministries or you have collected and try to find whether the output of the public entities is changing the desired outcomes. For example, are more arrests by police officer leading to a lower crime rate?
3- Collect period evaluation
    a. In order to have valid evaluation there is a need to collect information at the beginning, middle, and end of a program/policy. This period evaluation provides policy makers with information on the progress of a policy and allows them to alter, stop, or continue in their efforts. It will also allow policy advisor to understand the problems and factors affecting policy implementation.

Once you have checked whether the output is leading to changes in the outcomes you will write a report on the success (or limited success) or failure of the policy in achieving its intended objectives. The report should highlight what the public entities have done, the data they have presented, and did these output lead or not to the results that we desire. Sometimes, the report might indicate that we are on the right track but need to remove some obstacles or increase some capacities in the public institutions to achieve the desired outcomes.

In addition, you can use the different analysis (cost-benefit; social, economic…) to determine whether the policy met its objectives.

Report Format:

1- Cover page containing the following: To, From, CC, Date, Title
2- Objectives of the policy (short term and long term)
3- Output in numbers
4- Are the outputs impacting the desired outcomes of the policy
    a. You will use different form of analysis (previously mentioned such as cost benefit analysis, regression analysis ext…) to make your point of whether the policy lead to the desired objectives

9- Code of Ethics

Serving your Ministry

1. Have Loyalty to your ministry
2. Act as the "Brain Trust" of your ministry.
3. Serve the decision maker to the best of your abilities.
4. Dedication to the ministry

Serving the Public Interest

1. Promote the public interest in your policies
2. Fight favoritism, corruption, discrimination and harassment in all their forms.
3. Maintain transparency in your dealings with citizens.
4. Include the public and stakeholders in the decision making process
5. Represent in your policy drafts, the needs, wishes, dreams and pains of citizens.
6. Respect and promote human rights
7. Apply care and justice in dealings with citizens' issues
8. Fight for social justice
9. Protect the weak

Having a Respected Personal Conduct

1. Uphold truthfulness
2. Consider the public interest as an *Amana*
3. Do not engage in conflict of interest.
4. Do not discriminate against others on the basis of religion, birth place, language, sex, political affiliation, age, sectarianism and any other form.
5. Do not abuse your position for personal gains.
6. Give credit to others and colleagues for their research and ideas (don't plagiarize)
7. Promote open exchange of ideas and respect for others' views and arguments.
8. Promote a culture of public policy thinking in the work place and in society at large.

Promoting Ethical Standards and Professionalism

1. Be accountable.
2. Encourage ethical conduct in your work environment.
3. Conduct yourself in the office and outside the office
4. Support and write evidence-driven policies.
5. Remain up to date on public policy research and studies
6. Respect the chain of command and don't leak information
7. Refer all media/press inquiries to media/press office.
8. Promote team work spirit.

Protecting the Integrity of Documents

1. Protect the confidentiality of policy documents.
2. Safeguard the integrity of policy documents.
3. Use appropriate and correct classification captions on policy documents.
4. Store policy documents in a safe place.
5. Protect policy documents from anyone who is not authorized to view them.
6. Refer to supervisor for media issues

Appendix A

The Constitution alludes directly or indirectly to "public policy" in more than in one article. It mandates the offices of the President, Prime Minister, Council of Ministers, Federal Government and Regions to formulate policies. No other constitution in the Middle East has given such pre-eminence to doing public policy as has the Iraq Constitution. The ample use of the term "policy" or "public policy" is an indication of the importance the Iraqi government attaches to the role public policy formulation plays in the governance of the nation. Yet, to date, the Government of Iraq has done little to engage in the process of formulating public policies in accordance with the rules, principles and strictures of the discipline known as public policy. The purpose of this power point is to introduce Iraqi officials to the knowledge of what public policies are and how to develop them.

The Iraqi Constitution, Article 66 states: "The federal executive power shall consist of the President of the Republic and the Council of Ministers…"

Article 60 (1) states: "Draft laws shall be presented by the President of the Republic…"

A law is always the result of the formulation of a public policy, and it seeks to implement/enforce a public policy on individuals and society.

The Iraqi Constitution, Article 78, states: "The Prime Minister is the direct executive authority responsible for the general policy of the State."

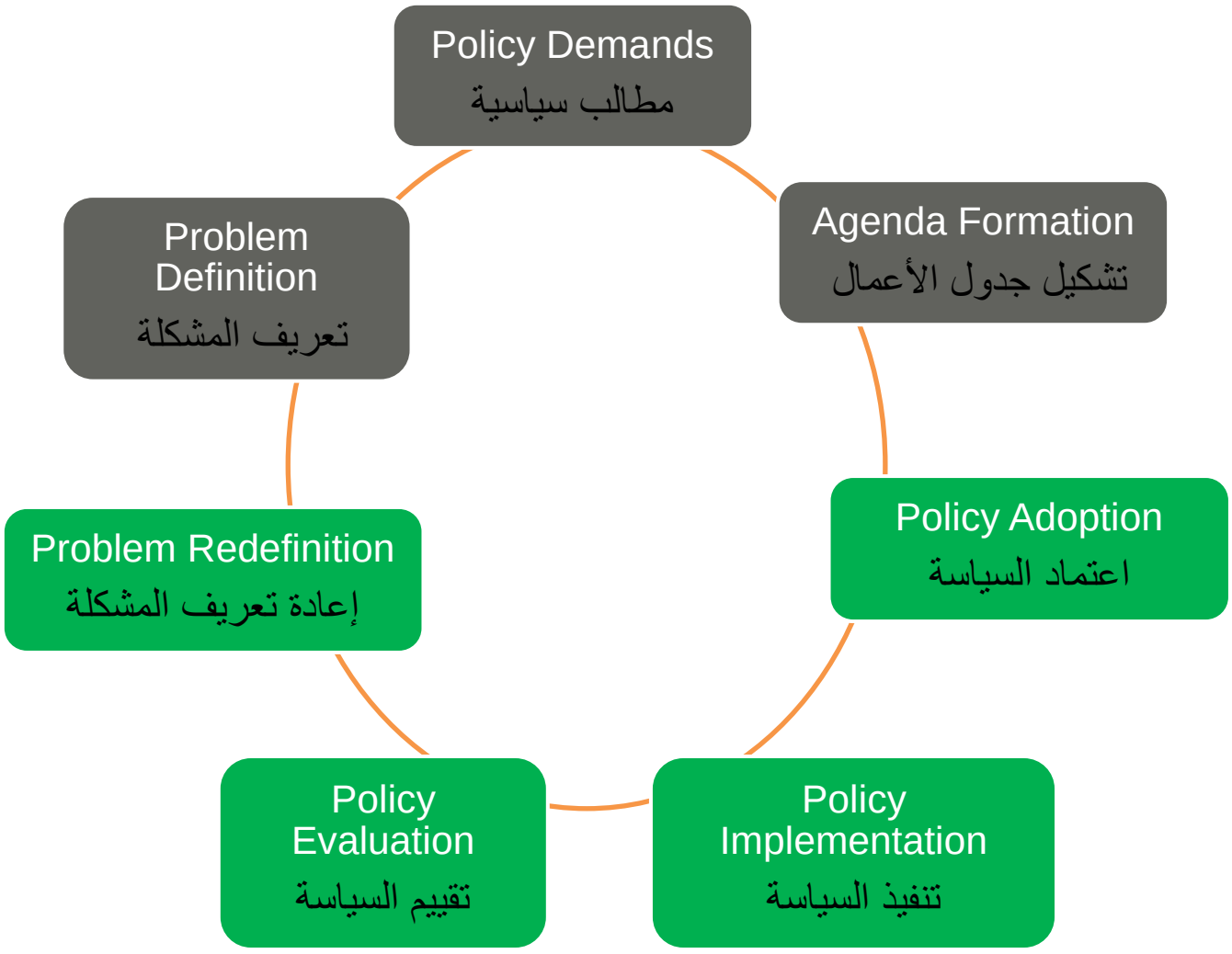
Also, the Iraqi Constitution, Article 80 (1), states: "The Council of Ministers shall… plan and execute the general policy."

Article 110 of the Constitution enumerates the various areas of public policy the Federal Government is tasked to formulate:

Formulating foreign policy; Formulating economic policy; Formulating trade policy; Formulating national security policy; Formulating fiscal policy; Formulation customs policy; Formulating commercial policy; Formulating monetary policy; Regulating the policies of broadcast frequencies; Planning policies relating to water sources from outside Iraq.

Articles 112 (2) and 114 of the Constitution enumerate the various areas of public policies the Federal Government in partnership with the Regional and Governorate Governments are tasked to formulate: Formulation of the strategic policies to develop the oil and gas wealth; Formulation of environmental policy; Formulation of development and general planning policies; Formulation of public health policy; Formulation of public education and instructional policy; Formulation of the internal water resources policy.

Policy Making process



Cochran 2006. For more information please refer to the reference section.

Appendix B

There are two ways to determine the confidentiality level of documents:

1- The supervisor determine if there is need for confidentiality and the level of confidentiality
2- The policy advisor, as s/he is working on the policy, can determine that the proposed policy could be used by entities for illegal gains or for illegal activities thus ask the supervisor to classify the policy under confidentiality

To determine the policy confidentiality and its level:

1- You should study the impact of the policy. Is the material in the policy sensitive and can damage the state or the institution in any way.
2- Could the material in the proposed policy be used for personal gain by someone if they had access to it earlier
3- Could the policy loose support if the information is presented to the public?
4- Is the issue very inflammatory that making it public could lead to no solutions?

These are some of the questions that could be asked to determine the level of confidentiality and secrecy of the policy at hand.

Appendix C

This list gives example of resources available for policy makers but is not an exhaustive list. Moreover some of these think tanks are part of the state hence they have a special place in literature on think tanks.

Academic Sources:

1- Public Affairs information services
2- Library of Congress: http://thomas.loc.gov/home/LegislativeData.php?&n=Reports&c=105
3- Google Scholars
4- Lexus Nexus

Think Tanks

1- In the United States:
    a. The following website provides you with more than 25 think tanks in the United States of America
        i. http://www.hks.harvard.edu/library/research/guides/think-tanks-directory.htm
2- In the Arab world:
    a. The Egyptian Cabinet think Tank
        i. http://www.idsc.gov.eg/default.aspx
    b. Industrial Research Institute
        i. http://www.iri.org.lb/
    c. The Lebanese Center for Policy Studies
        i. http://www.lcps-lebanon.org/
    d. The Ideation Center
        i. http://www.ideationcenter.com/

Iraqi Data Resources:

1- Central Organization for Statistics
    a. http://cosit.gov.iq/english/index.php
2- Ministry of Planning

International Entities:

1- United Nation Development Program
2- United Nation Education, Scientific, and Cultural Organization
3- United Nation Industrial Development Organization

4- World Bank
5- International Monetary Funds
6- Organization for Economic Co-operation and Development
7- World Trade Organization
8- World Health Organization
9- United Nation Conference on Trade and Development

Appendix D

- Bureaucracies
    - Street level bureaucrats
    - Mid and high level bureaucrats
- Non-governmental institutions
    - Not for profit
    - Service provider institutions
    - Other form of NGOs
- Civil society institutions (could include non-governmental organization but for simplicity we chose to separate them)
    - Church
    - Tribes
    - Religious institutions
- Think Tank
- Academics
- Parliament
    - Committees
    - Advisors
- Unions
- Media
- Advocacy organizations
- Private sector institutions

Appendix E

Tips List:

- [ ] Did you use percentage?
- [ ] Did you compare the solutions with other countries?
- [ ] Did you highlight the main causes of the problem?
- [ ] Did you clarify the problem?
- [ ] Did you analyze all solutions?
- [ ] Did you measure the impact of the policy?
- [ ] Did you store all your data?
- [ ] Did you take into consideration the possible public reaction?
- [ ] Did you follow the format for policy writing?
- [ ] Did you have a communication strategy?
- [ ] Did you coordinate with PM/OPD?
- [ ] Did you coordinate with ministries and meet them?
- [ ] Did you take into consideration who will implement?
- [ ] Did you take into consideration how to avoid implementation problems?
- [ ] Did you take into consideration how to monitor?
- [ ] Did you take into consideration the output?
- [ ] Did you take into consideration how to evaluate?

Appendix F

TEMPLATE FOR DRAFTING A PUBLIC POLICY PAPER

نموذج لرسم مسودة اوراق السياسات العامة

ISSUE: (Phrase the issue in the form of a question mark? For instance: What should the Government of Iraq do to improve the university education?) القضية: (يكون التعبير عن القضية بهيئة اسألة؟ مثال: ماذا يجب على الحكومة العراقية عمله لتحسين التعليم الجامعي؟	
BACKGROUND/DISCUSSION/ANALYSIS	الخلفية و النقاشات و التحليل
Discuss the following backgrounds/contexts of the issue:	ناقش الخلفيات او المحتويات التالية للقضية:
• Historical;	تاريخياً ؛
• Political;	سياسياً؛
• Economic;	اقتصادياً؛
• Social;	اجتماعياً؛
• Legal;	قانونياً؛
• Legislative;	تشريعياً؛
• Cultural;	ثقافياً؛
• Security;	امنياً؛
• Tribal;	عشائرياً؛
• Religious;	عقائدياً؛
• Scientific/Statistics;	علمياً واحصائياً؛
• ETC...	الخ....

1

TEMPLATE FOR DRAFTING A PUBLIC POLICY PAPER

نموذج لرسم مسودة اوراق السياسات العامة

OPTIONS	الخيارات
List all the "options" you plan to provide and discuss.	ادراج كل "الخيارات" التي تخطط لتوفيرها ومناقشتها.
RECOMMENDATION	**التوصيات**
Identify which "option" you will recommend to the Decision Maker. عرف اي "الخيارات" التي سوف توصي بها لصانعي القرارات.	

OPTION 1: Title it	الخيار 1: قم بعنونته
• Provide a one or two paragraph explanation what "option 1" is about.	• وفر فقرة او فقرتين لتوضيح بماذا "الخيار 1" مختص.
1. Pros Arguments (Analyze the pros by stating each argument in a brief sentence)	1. الجدالات المفضلة (تحليل الفقرات المفضلة للخيار بواسطة ذكر كل جدال في جملة مختصرة)
➢ The argument could be a political observation, economic fact, social explanation, scientific fact, or legal, or historical, etc...	➢ الجدال يمكن ان يكون مراقبة سياسية او حقائق اقتصادية او توضيحات اجتماعية او حقائق علمية او قانونية او تاريخية ....
2. Cons Arguments (Analyze the cons by stating each argument in a brief sentence)	2. الجدالات المعارضة (تحليل الفقرات المعارضة للخيار بواسطة ذكر كل جدال في جملة مختصرة)
➢ The argument could be a political observation, economic fact, social explanation, scientific fact, or legal, or historical, etc...	➢ الجدال يمكن ان يكون مراقبة سياسية او حقائق اقتصادية او توضيحات اجتماعية او حقائق علمية او قانونية او تاريخية ....

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TEMPLATE FOR DRAFTING A PUBLIC POLICY PAPER

نموذج لرسم مسودة اوراق السياسات العامة

OPTION 2: Title it	الخيار 2: قم بعنونته
• Provide one or two sentences about "option 2"	
1. Pros Arguments (Analyze the pros by stating each argument in a brief sentence)	
2. Cons Arguments (Analyze the cons by stating each argument in a brief sentence)	

OPTION 3: Title it	الخيار 3: قم بعنونته
• Provide one or two explanations about what "option 3" seeks to accomplish.	
1. Pros Arguments (Analyze the pros by stating each argument in a brief sentence)	
2. Cons Arguments (Analyze the cons by stating each argument in a brief sentence)	

OPTION 4: Title it	الخيار 4: قم بعنونته
• Provide a short explanation about "option 4"	
1. Pros Arguments (Analyze the pros by stating each argument in a brief sentence)	
1. Cons Arguments (Analyze the cons by stating each argument in a brief sentence)	

TEMPLATE FOR DRAFTING A PUBLIC POLICY PAPER

نموذج لرسم مسودة اوراق السياسات العامة

OPTION 5: Title it	الخيار 5: قم بعنونته
• Provide a much longer explanation for "option 5" – which is your recommendation.	
1. Pros Arguments (Analyze the pros by stating each argument in a brief sentence)	
1. Cons Arguments (Analyze the cons by stating each argument in a brief sentence)	

RECOMMENDATION	التوصيات
OPTION 5.	الخيار 5.
Provide a detailed political, economic, legal, etc. analysis why your recommendation of "option 5" is the best public policy and how and why this "option 5" will fix the problem. توفير تفاصيل سياسية و اقتصادية و قانونية الخ.. تحليل لماذا توصي بالخيار 5 بكه افضل السياسات العامة وكيف ولماذا سيقوم الخيار 5 بمعالجة المشكلة.	

Concepts

Bureaucracy: includes all public servants and offices. Bureaucracy has been viewed in negative terms under the pretext that it is slow and inefficient. But bureaucracy does not have a negative

Stakeholder: refers to people and institutions that are impacted by policies. For example, if a policy is enacted to increase salaries for construction employees then stakeholders are construction companies who will pay more and employees who are going to get a raise.

White paper: tries to present a certain point of view and it might contain numbers and information supporting the main points of the paper.

Appendix Number 1

NO.	Book Title	Author	Publisher	Year
1	Understanding Public Policy 14th Edition	Thomas Dye		2012
2	Political Science Student Writer's Manual, The 7th Edition	Gregory Scott, Stephen Garrison		2011
3	Agendas, Alternatives ,and Public Policies, Update Edition, with an Epilogue on Health Care 2nd Edition	John Kingdon		2010
4	Social Welfare Politics and Public Policy 7th Edition	Diana DiNitto		2010
5	Environmental Policy and Politics 5th Edition	Michael Kraft		2010
6	Policy Analysis Concepts and Practice 5th Edition	David Weimer, Aidan Vining		2010
7	The Public Policy Process 5th Edition	Michael Hill		2009
8	Policy Process A Reader2 nd Edition	Malcolm Hill		1997
9	Policy Choices & Public Action	Bonserr, Charlies F ,.McGregor Jr, Eugene B & .Oster Jr., Clinton	**.USA.Printic Hall, Inc**	1996
10	Understanding Policy Fiascoes	Bovens, Mark and Paul T'Hart	**New Brunswick : Transaction Publishers**	1996
11	Failure in Public Governance: A comparative Analysis.	Bovens, Mark, Paul T'Hart & Peters B .Guy	**Great Britain by MPG Books Ltd., Bodmin, Cornwall**	2001
12	Studying Public Policy :Policy Cycles and Policy Subsystems	Howlett, Michael and Ramesh, M .	**Canada: Oxford university press**	2003
13	Performance indicators and contract management', in Public Policy: Strategy and Accountability	Stewart, Randal G .	**Macmillan, ch.14.**	1999
14	Public Sector Management	Norman Flynn	**Hemel Hempstead , Harvester Wheatsheaf**	1997
15	impact of bureaucratic networks on policy outcome	Gains, Francesca .	**Executive Agencies in government Jornal of public policy**	2003
16	Public Policy: Perspectives and choices	Charles L.Cochran and Eliose F.		2005
17	The Law of the Land Two Hundred Years of American Farmland Policy	John Opie	**University of Nebraska Press Lincoln and**	1987-1994

			London	
18	AMERICAN FARM POLICY ,	Willard W. Cochrane and Mary E. Ryan	**UNIVERSITY OF MINNESOTA PRESS**	1948-1973
19	Agricultural Policy of the United States	Harold G. Halcrow	**Prentice-Hall ,**	1953
20	Handbook of Research on Urban Politics and Policy in the United States	Ronald K. Vogel	**Greenwood Press,**	1997
21	Food Policy: Integrating health, environment and society	Tim Lang, David Barling and Martin Caraher	**OXFORD**	2009
22	Environmental Security and Public Safety: Problems and Needs in Conversion Policy and Research after 15 Years of Conversion in Central and Eastern Europe	Wolfgang Spyra and Michael Katzsch	**NATO Programs for security through science**	2007
23	Linkages Between Agricultural Policies and Environmental Effects: Using the OECD Stylised Agri-Environmental Policy Impact Model	Oecd Publishing	**Oecd Publishing**	2010
24	New Perspectives on Agri-Environmental Policies: A Multidisciplinary and Transatlantic Approach	by Stephan J. Goetz and Floor Brouwer	**Routledge**	2012
25	Modeling Environmental Policy	Wade E. Martin and Lisa A. McDonald	**Springer; 1 edition**	1997
26	Analyzing Public Policy	Peter John	**Routledge**	2012
27	Understanding the Common Agricultural Policy	Berkeley Hill	**Routledge**	2011
28	Global Economic Issues and Policies	Joseph P .Daniels ,David VanHoose	**Routledge**	2011
29	Ethics and Public Policy	Jonathan Wolff	**Routledge**	2011
30	Making Policy Work	Peter John	**Routledge**	2011
31	Designing Public Policies	Michael Howlett	**Routledge**	2010
32	Environmental Policy	Jane Roberts	**Routledge**	2010
33	The Public Policy Primer	Xun Wu ,M .Ramesh ,Michael Howlett ,Scott Fritzen	**Routledge**	2009
34	Transport Policy and Planning in Great Britain	Peter Headicar	**Routledge**	2009
35	US Foreign Policy since 1945	Alan P .Dobson ,Alan P. Dobson ,Steve Marsh ,Steve	**Routledge**	2006

		Marsh		
36	Making Policy Happen	Leslie Budd ,Julie Charlesworth ,Rob Paton	**Routledge**	2006
37	US Foreign Policy After the Cold War	Fraser Cameron	**Routledge**	2005
38	American Foreign Policy in a New Era	Robert Jervis	**Routledge**	2005
39	Learning From Comparative Public Policy	Richard Rose	**Routledge**	2004
40	Public Administration and Public Policy in Ireland	by Maura Adshead ,Michelle Millar	**Routledge**	2003
41	Analyzing Public Discourse	Ron Scollon	**Routledge**	2007
42	Analyzing Public Policy	Peter John	**Routledge**	2012
43	Complexity and Public Policy	Robert Geyer ,Samir Rihani	**Routledge**	2010
44	Designing Public Policies	Michael Howlett	**Routledge**	2010
45	Devolution and Public Policy	Michael Keating ,Nicola Mcewen	**Routledge**	2006
46	Encyclopedia of Public Administration and Public Policy, Second Edition (Print Version(	Jack Rabin ,David H. Rosenbloom	**CRC Press**	2007
47	Ethics and Public Policy	Jonathan Wolff	**Routledge**	2009
48	Global Public Policy	Karsten Ronit	**Routledge**	2011
49	Governance Networks in Public Administration and Public Policy	Christopher Koliba ,Jack W. Meek ,Asim Zia	**CRC Press**	2010
50	Public Policy and the Public Interest	Lok-sang Ho	**Routledge**	2011
51	Public Policy for Regional Development	Jorge Martinez-Vazquez ,François Vaillancourt	**Routledge**	2008
52	The Economic Analysis of Public Policy	William K. Bellinger	**Routledge**	2007
53	Handbook of Public Policy Analysis	Frank Fischer ,Gerald J. Miller	**CRC Press**	2006
54	International Public Policy and Management	David Levi-Faur ,Eran Vigoda-Gadot	**CRC Press**	2004
55	Learning From Comparative Public Policy	Richard Rose	**Routledge**	2004
56	Public Policy and Agricultural Development	Ha-Joon Chang	**Routledge**	2011
57	Public Policy and the Mass Media	Sigrid Koch-Baumgarten ,Katrin Voltmer	**Routledge**	2010

58	American Public Policy :An Introduction - Tenth Edition	WADSWORTH CENGAGE Learning	**Clarke E. Cochran , Lawrence C. Mayer**	2010
59	An Introduction to Australian Public Policy Theory and Practice	CAMBRIDGE	**Sarah Maddison, Richard Denniss**	2009
60	Decentralization Policies in Asian Development	World Scientific	**Shinichi Ichimura, Roy Bahl**	2009
61	Encylcopedia of Public Administration and Public Policy	Facts On File, Inc.	**David Schutlz**	2004
62	The Oxford Handbook of Public Policy	OXFORD	**Michael Moran, Martin Rein**	2006
63	Implementing Public Policy	SAGE	**Michael Hilland Peter Hupe**	2002
64	Innovation Policy - A Guide for Development Countries	The World Bank		2010
65	Policy-Making in Education - A Holistic Approach in Response to Global Changes	Rowman & Littlefield Education	**Miriam Ben-Pertz**	2009
66	Public Management and Administration, An Introduction - By Owen E. Hughes	Palgrave Macmillan	**Owen E. Hughes**	2003
67	Public Management Reform - A Comparative Analysis	OXFORD	**Christopher Pollitt and Geert Bouckaert**	2000
68	Public Policy Values - By Jenny Stewart	Palgrave Macmillan	**Jenny Stewart**	2009
69	Public Private Partnerships - Principles of Policy and Finance	Elsevier	**E.R. Yescombe**	2007
70	Public Sector Leadership - International Challenges and Perspectives	Edward Elgar	**Jeffrey A. Raffel, Peter Leisink, Anthony E. Middlebrooks**	2009
71	The Dynamics of Public Policy - Theory and Evidence	Edward Elgar	**Adrian Kay**	2006
72	The Essential Public Manager - By Christopher Pollitt	International Institute of Administrative Sciences	**Christopher Pollitt**	2003
73	The Importance of Neglect in Policy-Making - By Michiel S. DE Vries	Palgrave Macmillan	**Michiel S. DE Vries**	
74	The Public Policy Process - Fourth edition - By Michael Hill	Pearson Education Limited	**Michael Hill**	2005
75	The Public Policy Theory Primer - By Kevin B. Smith and Christopher W. Larimer	Westview Press	**Kevin B. Smith and Christopher W. Larimer**	2009
76	Think Tanks, Public Policy, and The Politics of Expertise - Andrew Rich	CAMBRIDGE	**Andrew Rich**	2004

77	Time, Policy, Management - Governing with the Past - Christopher Pollitt	OXFORD	**Christopher Pollitt**	2008
78	Understanding Public Management - Kjell A. Eliassen and Nick Sitter	SAGE	**Kjell A. Eliassen and Nick Sitter**	2008
79	PolicyMaking for A Good Society - F. Gregory Hayden	Springer	**F. Gregory Hayden**	2006
80	Policy Making in Britain - An Introduction - By Peter Dorey	SAGE	**Peter Dorey**	2005
81	Economic Policy - Thoughts for Today and Tomorrow - Third Edition - Ludwig von Mises	Ludwig von Mises Institute	**Ludwig von Mises**	2006
82	Principles of Macroeconomics - N. Gregory Mankiw	SOUTH-WESTERN CENGAGE Learning	**N. Gregory Mankiw**	2009
83	Principles of Economics	SOUTH-WESTERN CENGAGE Learning	**N. Gregory Mankiw**	2012
84	Social Policy, Public Policy	Edward, M. et. al.		
85	Studying Public Policy :Policy Cycles and Policy Sub-systems	Howlett, M. and S .Ramesh		
86	Policy Networks and Policy Analysis: Scrutinizing a new Analytical Tool Book	Kentis, P. and V .Schneider		
87	The Public Cycle	May, J. and A. Wildavsky		
88	Principles for a Graduate School of Public Policy	Wildavsky, A.		
89	Guide to diplomatic practice	Satow		
90	Writing Public Policy (2nd edition(	Catherine Smith		
91	Policy Process (2nd edition(	Thomas Birklaqnd		
92	Economic Policy Beyond the Headlines	George P. Shultz and Kenneth W. Dam		
93	Economics: Principles and Policy, 2007 Update	William J .Baumol and Alan S. Blinder		
94	Political Economics :Explaining Economic Policy (Zeuthen Lectures(	Torsten Persson and Guido Tabellini		
95	Economic Policy :Thoughts for Today and Tomorrow	Ludwig von Mises		
96	The Economics of Cultural Policy	C. D. Throsby		
97	Economics: Principles and Policy	William J .Baumol and Alan S. Blinder		

98	Environmental Economics & Policy (6th Edition (	Tom Tietenberg and Lynne Lewis		
99	Legislative Drafting for Market Reform: Some Lessons from China (International Political Economy Series (	Ann Seidman, Robert B . Seidman, and Janice Payne		
100	Understanding Health Policy, Fifth Edition (LANGE Clinical Medicine (	Thomas Bodenheimer and Kevin Grumbach		
101	Health Policy: Crisis and Reform in the U.S. Health Care Delivery System	Charlene Harrington ,Carroll L. Estes, and Brooke Hollister		
102	Health Policy Analysis :An Interdisciplinary Approach	Curtis P .McLaughlin and Craig D. McLaughlin		
103	Health Politics and Policy	James A. Morone, Theodor J. Litman, and Leonard S. Robins		
104	Health Policy Issues: An Economic Perspective, Fourth Edition	Paul J. Feldstein		
105	Principles and Applications of Economic Geography: Economy, Policy, Environment	Dean M. Hanink		
106	Oil and Oil Policy in Iraq: Past and Present	Kamil Mahdi		
107	K.D. Malaviya and the Evolution of India's Oil Policy	H. N. Kaul		
108	United States Foreign Oil Policy Since World War I: For Profits and Security	Stephen J. Randall		
109	Appraisal of Opec Oil Policies (ERPM(	Ali M. Jaidah		
110	The Politics of Food Supply: U.S. Agricultural Policy in the World Economy (Yale Agrarian Studies Series (	Bill Winders and Professor James C. Scott		
111	Agricultural and Food Policy (6th Edition (	ronald K. Vogel		
112	Understanding the Common Agricultural Policy	Berkeley Hill		
113	Agricultural Policy ,Agribusiness and Rent-Seeking Behaviour, 2nd Ed	Andrew Schmitz ,Charles B. Moss, Troy G. Schmitz, and Hartley Furtan		
114	Farmers on Welfare: The Making of Europe's Common Agricultural Policy	Ann-Christina L. Knudsen		

115	Agricultural Policy Reform And The Wto: Where Are We Heading	Giovanni Anania		
116	The Common Agricultural Policy of the European Community	Rosemary Fennell		
117	The Housing Policy Revolution: Networks and Neighborhoods	David James Erickson		
118	Housing Policy Matters :A Global Analysis	Shlomo Angel		
119	Energy Politics	Brenda Shaffer		
120	Renewable Energy Policy	Paul Komor		
121	Energy Policy Analysis and Modelling (Cambridge Energy and Environment Series (	Mohan Munasinghe and Peter Meier		
122	The Global Politics of Energy	Jeffrey Bader, Stephen Biegun, Ivo Bozon, and Diana Farrell		
123	Investment Policy	Charles D. Ellis, Jan R .Squires, John L. Maginn, and David F. Swensen		
124	Creating An Investment Policy Statement	Norman M. Boone and Linda S. Lubitz		
125	How to Write an Investment Policy Statement	Jack Gardner		
126	Establishing a System of Policies and Procedures	Stephen Page		
127	Complexity, institutions and public policy agile decision-making in a turbulent world	Graham	**Edward Elgar Pub**	2011
128	The public policy primer: managing the policy process		**Routledge**	2010
129	Public policy making process and principles	Gerston, Larry N.	**Armonk, N.Y**	2010
130	Public policy for academic quality analyses of innovative policy instruments	Dordrecht	**Springer**	2010
131	Continuity and change in public policy and management	Pollitt, Christopher	**Cheltenham, UK ; Northampton, MA : Edward Elgar**	2009
132	Entrepreneurship ,growth, and public policy	Kauffman-Max Planck Summit on Enterpreneurship Research and Policy	**Cambridge University Press**	2009
133	Public finance and public policy responsibilities and limitations of government	Hillman, Arye L.	**Cambridge University Press**	2009

134	Public policy an evolutionary approach	Stewart, Joseph	**Thomson/Wadsworth**	2009
135	The Oxford handbook of public policy		**Oxford University Press**	2008
136	Standards and public policy		**Cambridge University Press**	2007
137	The Earth Policy Reader	Lester R. Brown, Janet Larsen , &Bernie Fischlowitz-Roberts	**Earth Policy Institute Publication**	2002
138	No Easy Options :Irregular immigration in the UK	Tim Finch Myriam Cherti	**Institute for Public Policy Research/UK**	2011
139	Family policy: Where next for parental leave and flexible working?	Dalia Ben-Galim	**Institute for Public Policy Research/UK**	2011
140	Water Security: Global ,regional and local challenges	Patricia Wouters	**Institute for Public Policy Research/UK**	2010
141	Identity, Politics and Public Policy	Rick Muir and Margaret Wetherell	**Institute for Public Policy Research/UK**	2010
142	Beyond the Arab awakening Policies and investments for poverty reduction and food security	Clemens Breisinger ,Olivier Ecker, Perrihan Al-Riffai, and Bingxin Yu.	**International Food Policy Research Institute (IFPRI (**	2012
143	Public Policy: Politics ,Analysis, and Alternatives	Michael E. Kraft and Scott R. Furlong		
144	A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving	Eugene Bardach		2008
145	Public Policy: The Essential Readings	Stella Z. Theodoulou and Matthew A. Cahn		1994
146	An Introduction to the Policy Process: Theories, Concepts, and Models of Public Policy Making	Thomas A. Birkland		2010
147	Public Policymaking	James E. Anderson		2010
148	Understanding Public Policy	Thomas R. Dye		2010
149	Introduction to Public Policy	Charles J. Wheelan		2010
150	Policy Paradox: The Art of Political Decision Making	Deborah A. Stone		2001
151	The Oxford Handbook of Public Policy	Michael Moran, Martin Rein and Robert E. Goodin	**Oxford Handbooks of Political Science**	2008
152	Writing Public Policy: A Practical Guide to Communicating in the Policy-Making Process	Catherine F. Smith		2009
153	Public Policy: An Evolutionary Approach	Jr. Joseph Stewart ,David M. Hedge and James P. Lester		2007

154	Essentials of Economic Theory; As Applied to Modern Problems of Industry and Public Policy	John Bates Clark		2012
155	Theories of the Policy Process	Paul A. Sabatier		
156	Agendas, Alternatives ,and Public Policies	John W. Kingdon		
157	The Oxford Handbook of Comparative Politics	Carles Boix		
158	The Oxford Handbook of Comparative Politics	Carles Boix		
159	The Oxford Handbook of Political Theory	John S. Dryzek		
160	The Oxford Handbook of Political Science	Robert E. Goodin		
161	The Oxford Handbook of Political Institutions	R. A. W. Rhodes		
162	Implementing Public Policy, 2nd ed .	Michael Hill and Peter Hupe		
163	The Public Policy Theory Primer	Kevin B. Smith		
164	Classics of Public Policy	Jay Shafritz		
165	A Practical Guide for Policy Analysis	Eugene Bardach,		
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167	Public Policy: The Essential Readings	Stella Z. Theodoulou		
168	Policy Design for Democracy	Anne Larason Schneider		
169	Public Policy Analysis5 th ed	William N. Dunn		
170	Studying Public Policy	Michael Howlett		
171	The Art of Policymaking :Tools, Techniques, and Processes in the Modern Executive Branch	George E. Shambaugh IV		
172	The Art of the Game : Understanding Public Policy	Stella Z. Theodoulou		
173	Public Policy Theories ,Models, and Concepts: An Anthology	Daniel C. McCool		
174	Policy Making Process, 3rd ed.	Charles E. Lindblom		
175	American Public Policy :An Introduction	Clarke E. Cochran		
176	Implementation and Public Policy	Daniel A. Mazmanian		

177	Patterns of Democracy：Government Forms and Performance	Arend Lijphart		
178	The Essential Public Manager	Christopher Pollitt	**www.//mcgraw-hill.co.uk**	
179	Providing Quality in the Public Sector	Lucy Gaster, Amanda Squires	**www.//mcgraw-hill.co.uk**	
180	Decentralizing The Civil Service	R.A. W. Rhodes, P . Carmichael, J McMillan, A Massey	**www.//mcgraw-hill.co.uk**	
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